



Printed Pages : 8

MCA115

(Following Paper ID and Roll No. to be filled in your Answer Book)

PAPER ID : 7305

Roll No.

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M.C.A

(SEM I) ODD SEMESTER THEORY EXAMINATION 2009-10
ORGANIZATIONAL BEHAVIOUR

Time : 3 Hours]

[Total Marks : 100

Note : *The question paper contains three parts. All questions are compulsory. Marks are indicated against questions.*

PART - I

1 Choose the correct answer/fill in the blank/state true or false, for the following objective questions :

1×20=20

(a) The basis of autocratic model is _____ .

- (i) Economic
- (ii) Leadership
- (iii) Power
- (iv) Money

(b) The three levels of analysis done in organizational behaviour are individual, group and _____ .

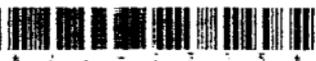


- (c) The behaviouristic framework of organizational behaviour was given by
- (i) B.F. Skinner
 - (ii) Alderfer
 - (iii) Maslow
 - (iv) Pavlov and Watson
- (d) Learning is a _____ change in person's behaviour.
- (i) Actual
 - (ii) Real
 - (iii) Permanent
 - (iv) Temporary
- (e) Leadership is the process of exercising _____
- (i) Authority
 - (ii) Power
 - (iii) Threat
 - (iv) Influence
- (f) When a person is perceived on the basis of one trait it is known as _____
- (i) Stereotyping
 - (ii) Projection
 - (iii) Halo effect
 - (iv) Contrast effect
- (g) Two factor model in motivation was given by _____
- (i) A. Maslow
 - (ii) Fiedler
 - (iii) Herzberg
 - (iv) Blake and Mouton

- (h) According to _____ view all conflict is harmful and should be avoided.
- (i) Latest
 - (ii) Classical
 - (iii) Neo Classical
 - (iv) Human Relations
- (i) _____ is a device through which grievance is settled.
- (i) Grievance procedure
 - (ii) Participation
 - (iii) Exchange
 - (iv) Consultation
- (j) Knowledge acquisition is first step in _____.
- (i) Knowledge power
 - (ii) Knowledge management
 - (iii) Knowledge Role
 - (iv) Knowledge importance
- (k) The determinants of personality are _____ environment and situation.
- (i) target
 - (ii) perception
 - (iii) attitude
 - (iv) heredity
- (l) The four variables in organisation behaviour are people, structure, technology and _____.
- (i) Leadership
 - (ii) Perception
 - (iii) Environment
 - (iv) Challenges



- (m) The acceptable standards of behaviour in a group are known as _____.
- (i) Standards
 - (ii) Rules
 - (iii) Policies
 - (iv) Norms
- (n) Theory X and Y was proposed by _____.
- (i) B.F. Skinner
 - (ii) Douglas Mc. Gregor
 - (iii) Alderfer
 - (iv) Adams
- (o) Path goal theory of leadership was developed by
- (i) Fiedler
 - (ii) Paul Hersey
 - (iii) Mc. Clelland
 - (iv) Mc Gragor
- (p) A group which arises spontaneously out of interaction among individuals is a _____.
- (i) Formal group
 - (ii) Task group
 - (iii) Command group
 - (iv) Informal group



- (q) When the introduction of a negative consequence decreases the likelihood of the occurrence of a behaviour, it is known as _____.
- (i) Positive reinforcement
 - (ii) Negative reinforcement
 - (iii) Punishment
 - (iv) Extinction
- (r) Sociology has contributed the concept of _____ to O.B.
- (i) Learning
 - (ii) Individual Behaviour
 - (iii) Personality
 - (iv) Group Behaviour
- (s) Ego states is a concept of
- (i) Perception
 - (ii) Inter-personal relationship
 - (iii) Learning
 - (iv) Group behaviour
- (t) _____ policy implies that employee that are invited to discuss their problems freely and frankly at any time.
- (i) Open door
 - (ii) Closed door
 - (iii) Mutual
 - (iv) Settlement



2 *A Case Study*

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Pat Riverer is vice president of manufacturing and operations of a medium-size pharmaceutical firm in the midwest. Pat has Ph.D. in chemistry but has not been directly involved in research and new-product development for twenty years. From the "School of hard knocks" when it comes to managing operations, Pat runs a "tight ship". The company does not have the turnover problem, but it is obvious to Pat and other key management personnel that the hourly people are putting in only their eight hours a day. They are not working anywhere near their full potential. Pat is very upset with the situation because, with rising costs, the only way that the company can continue to prosper is to increase the productivity of its hourly people.

Pat called the human resources manager, Carmen Lopez, and laid it on the line : "What is it with our people, anyway? Your wage surveys show that we pay near the top in this region, our conditions are tremendous, and our fringes choke a horse. Yet these people still are not motivated. What in the world do they want?" Carmen replied : I have told you and the president time after time that money, conditions, and benefits are not enough. Employees

also need other things to motivate them. Also, I have been conducting some random confidential interviews with some of our hourly people, and they tell me that they are very discouraged because, no matter how hard they work, they get the same pay and opportunities for advancement as their coworkers who are first scraping by." Pat then replied "Okay, you are the motivation expert; what do we do about it ? We have to increase their performance".

- (i) Explain the "motivation problem" in this organisation in terms of the content models of Maslow, Alderfer, and Herzberg. What are the 'other things' that the human resources. Manager is referring to in speaking of things besides money conditions, and fringe benefits that are needed to motivate employees?
- (ii) Explain the motivation of the employees in this company in terms of one or more of the process models. On the basis of the responses during the confidential interviews, what would you guess are some of the expectancies inequities and attribution of the employees in this company. How about Pat? Do you think this manager is internally or externally controlled?
- (iii) How would you respond to Pat's last question and statement if you were the human resource manager in this company?

~~Discuss the various determinants of personality.~~

- 5 Explain the concept of IR with the use of transactional analysis. $12\frac{1}{2}$

OR

What is group cohesiveness? Explain the factors affecting group cohesiveness.

- 6 Explain the concept of organisational change and how would you manage resistance to change. $12\frac{1}{2}$

OR

Discuss different types of conflict.
